

FIG. 1

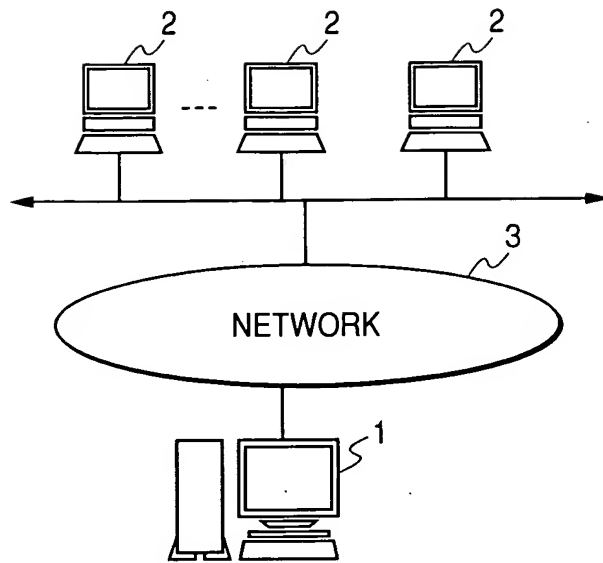


FIG. 2

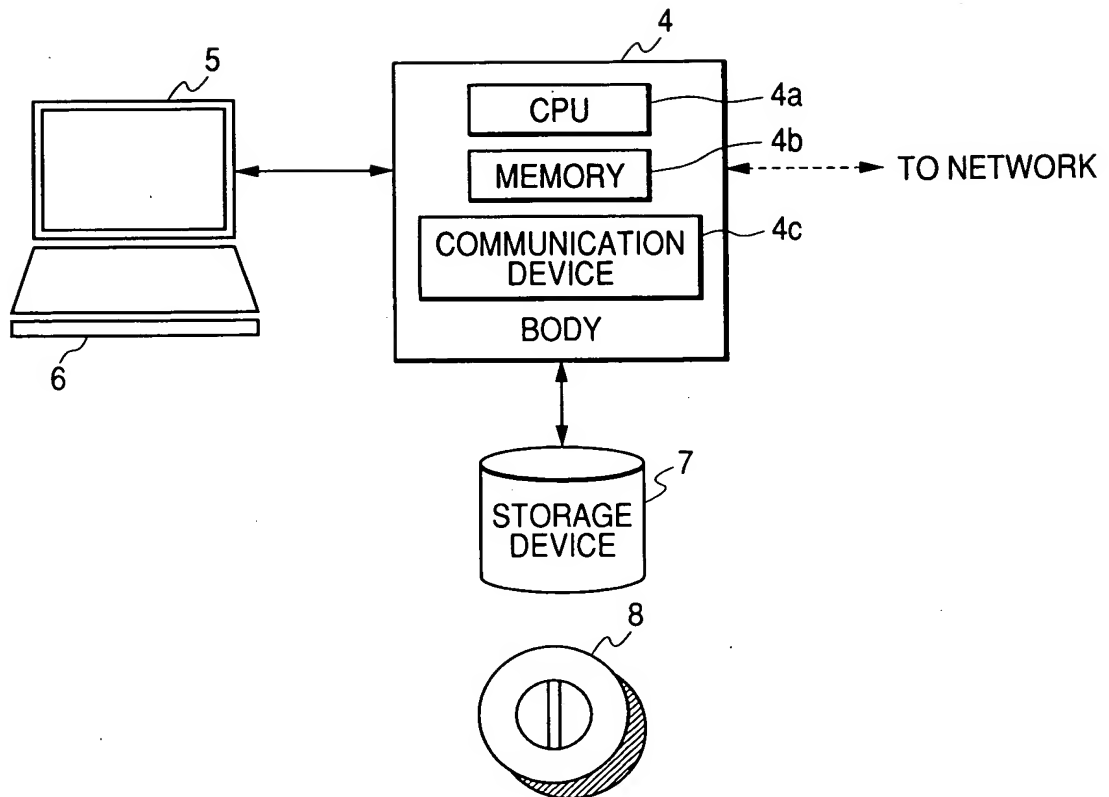


FIG. 3

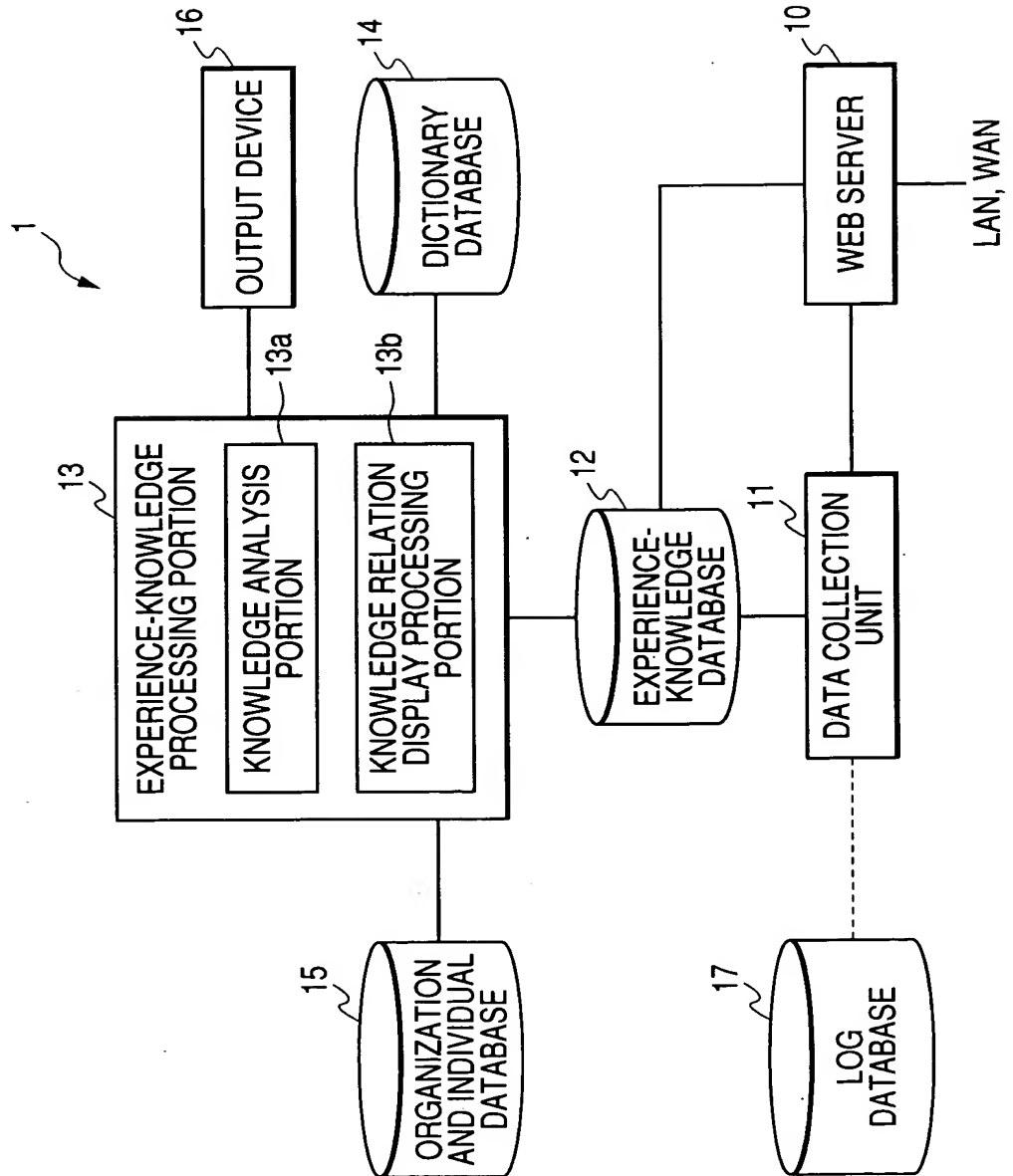


FIG. 4

ORGANIZATION INFORMATION

ORGANIZATION ID	ORGANIZATION NAME	ORGANIZATION TYPE	PERIOD	HOST ORGANIZATION
-----------------	-------------------	-------------------	--------	-------------------

FIG. 5

INDIVIDUAL INFORMATION

PERSONAL ID	PERSONAL NAME	ORGANIZATION ID	PERIOD
-------------	---------------	-----------------	--------

**FIG. 6**

[illegible]

FIG. 7

EXPERIENCE-KNOWLEDGE EXTRACTION RESULT

	EXPERIENCE-KNOWLEDGE NAME	RESPONSE ID	KNOWLEDGE CREATION PROCESS	BUSINESS EXPERIENCE	SUCCESS/ FAILURE FLAG	BUSINESS APPLICATION	APPLICATION TARGET
--	------------------------------	----------------	----------------------------------	------------------------	-----------------------------	-------------------------	-----------------------

KNOWLEDGE  
ID

# FIG. 8

A PLEASE TELL US ABOUT YOUR PAST BUSINESS EXPERIENCE WHICH IS USEFUL IN YOUR CURRENT BUSINESS PERFORMANCE.

EXAMPLE: SINCE I DID NOT KNOW NEEDS OF CUSTOMERS, SALES FIGURES COULD NOT INCREASE. MY SUPERIOR SENIOR SHOWED ME A SAMPLE AND WENT THROUGH OJT ONCE. AS A RESULT, I COULD LEARN THE SKILL TO CATCH PATRONS AND MY SALES PERFORMANCE WAS IMPROVED.

SINCE I DID NOT KNOW NEEDS OF CUSTOMERS, SALES FIGURES COULD NOT INCREASE. MY SUPERIOR SENIOR SHOWED ME A SAMPLE AND WENT THROUGH OJT ONCE. AS A RESULT, I COULD LEARN THE SKILL TO CATCH PATRONS AND MY SALES PERFORMANCE WAS IMPROVED.

A-1 PLEASE TELL US YOUR JOB AND DEPARTMENT YOU BELONGED TO AT THAT TIME.

- ☒ SALES    ☐ SE    ☐ SERVICE    ☐ SALES MANAGEMENT AND CONTRACT  
☐ R&D    ☐ TECHNOLOGY    ☐ MANUFACTURING    ☐ STAFF, ETC.

A-1-2 PLEASE SELECT ONE CLOSEST TO THE DEPARTMENT YOU BELONGED TO AT THAT TIME.

(DEPARTMENT A, DEPARTMENT B, DEPARTMENT X, CENTER D)

A-1-3 PLEASE WRITE THE PERIOD OF EXPERIENCE.

A-2 PLEASE TELL US WHAT YOU LEARNED FROM THE EXPERIENCE.

EXAMPLE: FOR A PERSON WHO DOES NOT KNOW NEEDS OF PATRONS WELL, IT WILL BE BETTER TO HAVE ACTIVITY TOGETHER WITH A SUPERIOR PERSON SO AS TO GAIN HIS/HER KNOW-HOW FOR SALES.

FOR A PERSON WHO DOES NOT KNOW NEEDS OF PATRONS WELL, IT WILL BE BETTER TO HAVE ACTIVITY TOGETHER WITH A SUPERIOR PERSON SO AS TO GAIN HIS/HER KNOW-HOW FOR SALES.

A-3 PLEASE GIVE US DETAILS ABOUT HOW YOU ARE MAKING USE OF THE EXPERIENCE IN YOUR CURRENT BUSINESS.

EXAMPLE: WHEN A SALESMAN WORKING UNDER ME LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, I ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN MY SECTION.

WHEN A SALESMAN WORKING UNDER ME LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, I ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN MY SECTION.

A-4 PLEASE TELL US WHY THE EXPERIENCE IS USEFUL IN YOUR CURRENT BUSINESS.

EXAMPLE: MY STAFFS ARE IMPROVED IN SKILL OF SALES SO THAT THEY CAN ACT WITH ASSURANCE, WITH THE RESULT THAT THE SALES PERFORMANCE IN MY SECTION AS A WHOLE CAN BE IMPROVED.

MY STAFFS ARE IMPROVED IN SKILL OF SALES SO THAT THEY CAN ACT WITH ASSURANCE, WITH THE RESULT THAT THE SALES PERFORMANCE IN MY SECTION AS A WHOLE CAN BE IMPROVED.

FIG. 9

ACTIVITY DICTIONARY CONFIGURATION

BUSINESS ACTIVITY ID	ACTIVITY NAME	ACTIVITY DEFINITION WORD SET	UPPER ACTIVITY ID
-------------------------	------------------	---------------------------------	----------------------

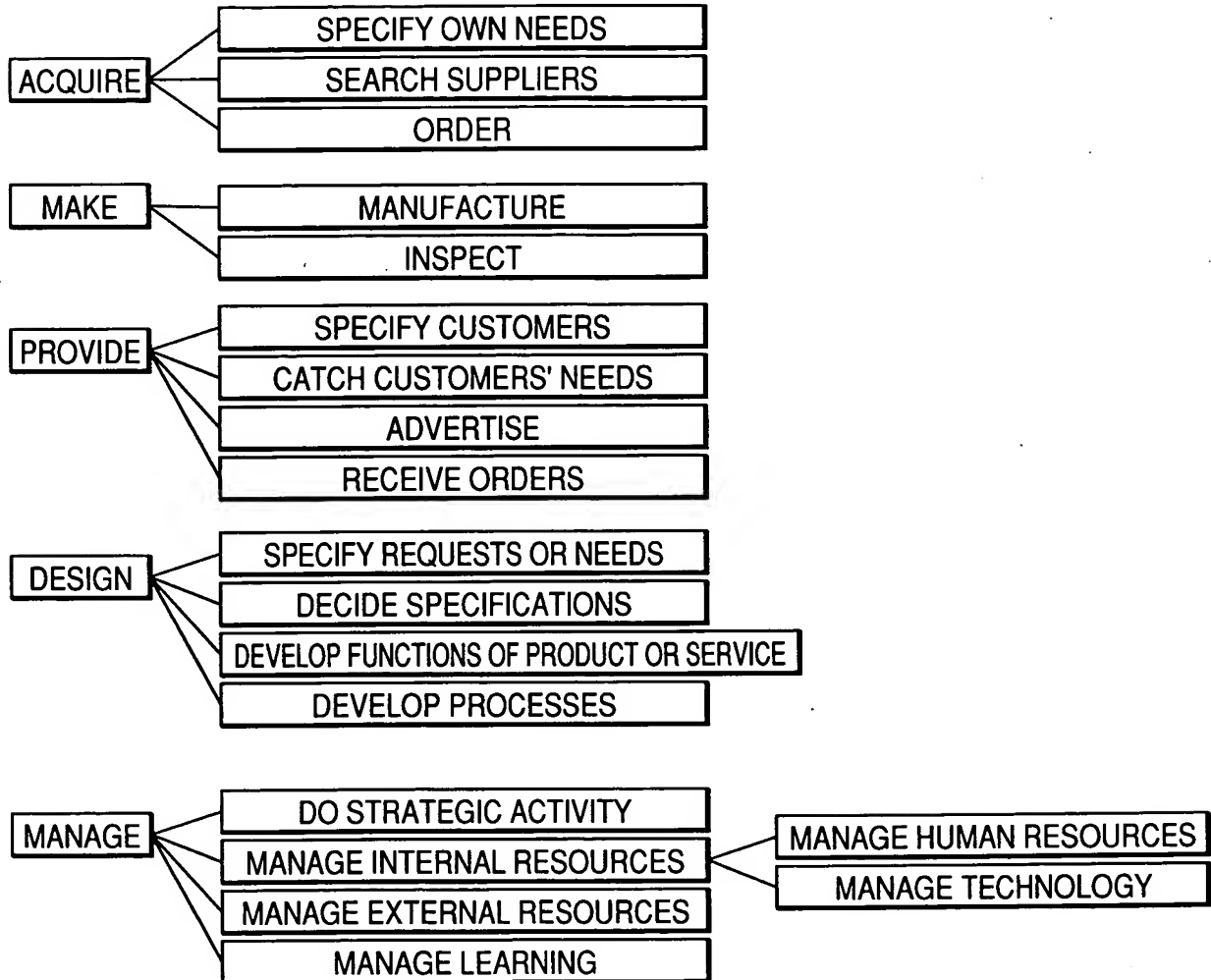
FIG. 10

ACTIVITY DEFINITION WORD SET CONFIGURATION

PREDICATE VERB	PREDICATE MODIFIER	OBJECTIVE NOUN	OBJECTIVE NOUN MODIFIER	SUBJECTIVE NOUN	SUBJECTIVE NOUN MODIFIER
-------------------	-----------------------	-------------------	----------------------------	--------------------	-----------------------------

**FIG. 11**

## UPPER AND LOWER RELATIONS BETWEEN ACTIVITIES

**FIG. 12**

## ACTIVITY DICTIONARY CONFIGURATION

KNOWLEDGE PROCESS ID	KNOWLEDGE PROCESS DEFINITION WORD SET	CATEGORY
-------------------------	--	----------



FIG. 13

KNOWLEDGE PROCESS DEFINITION WORD SET CONFIGURATION

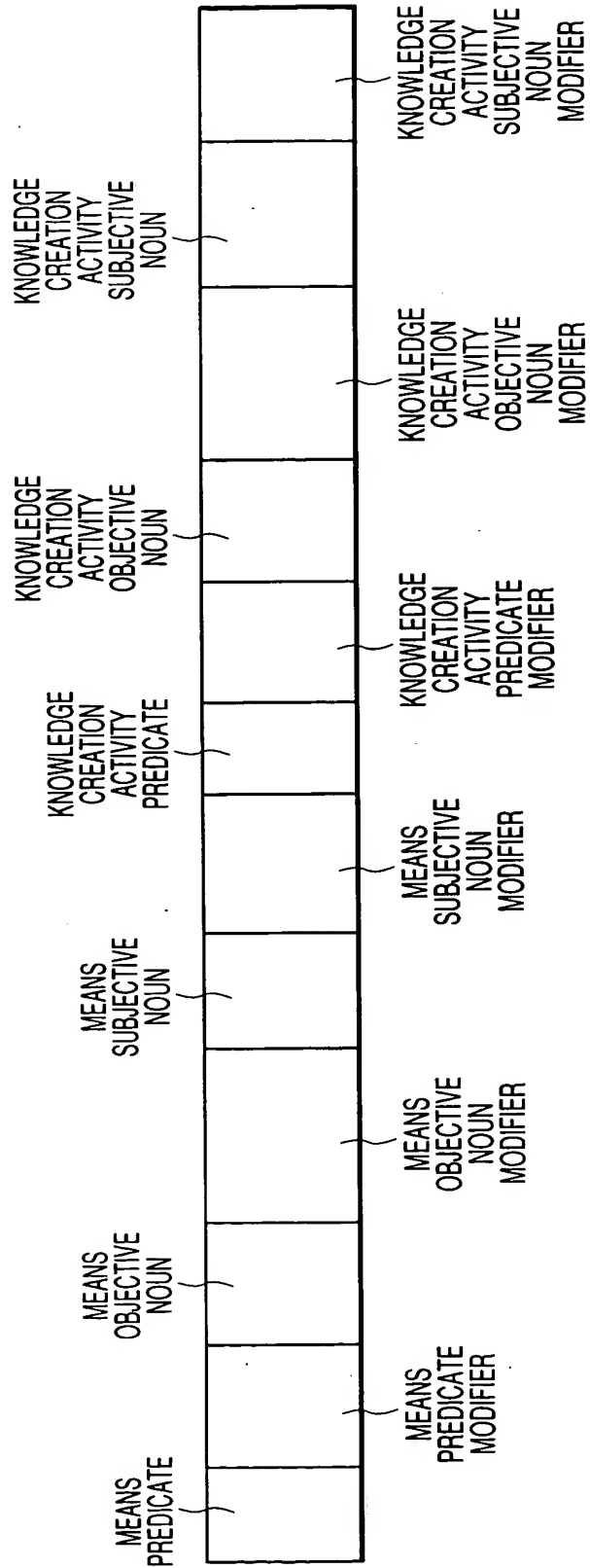


FIG. 14

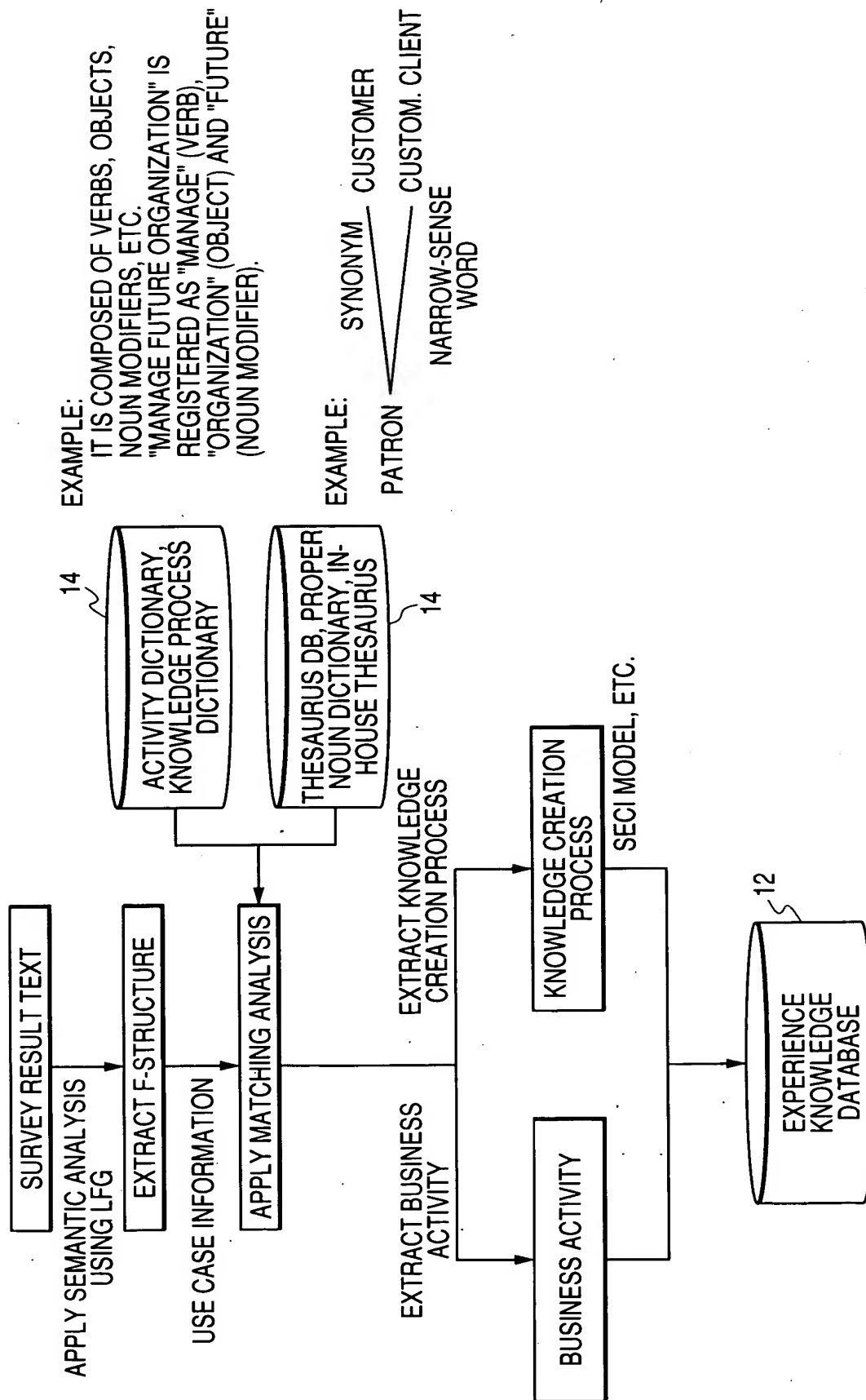


FIG. 15

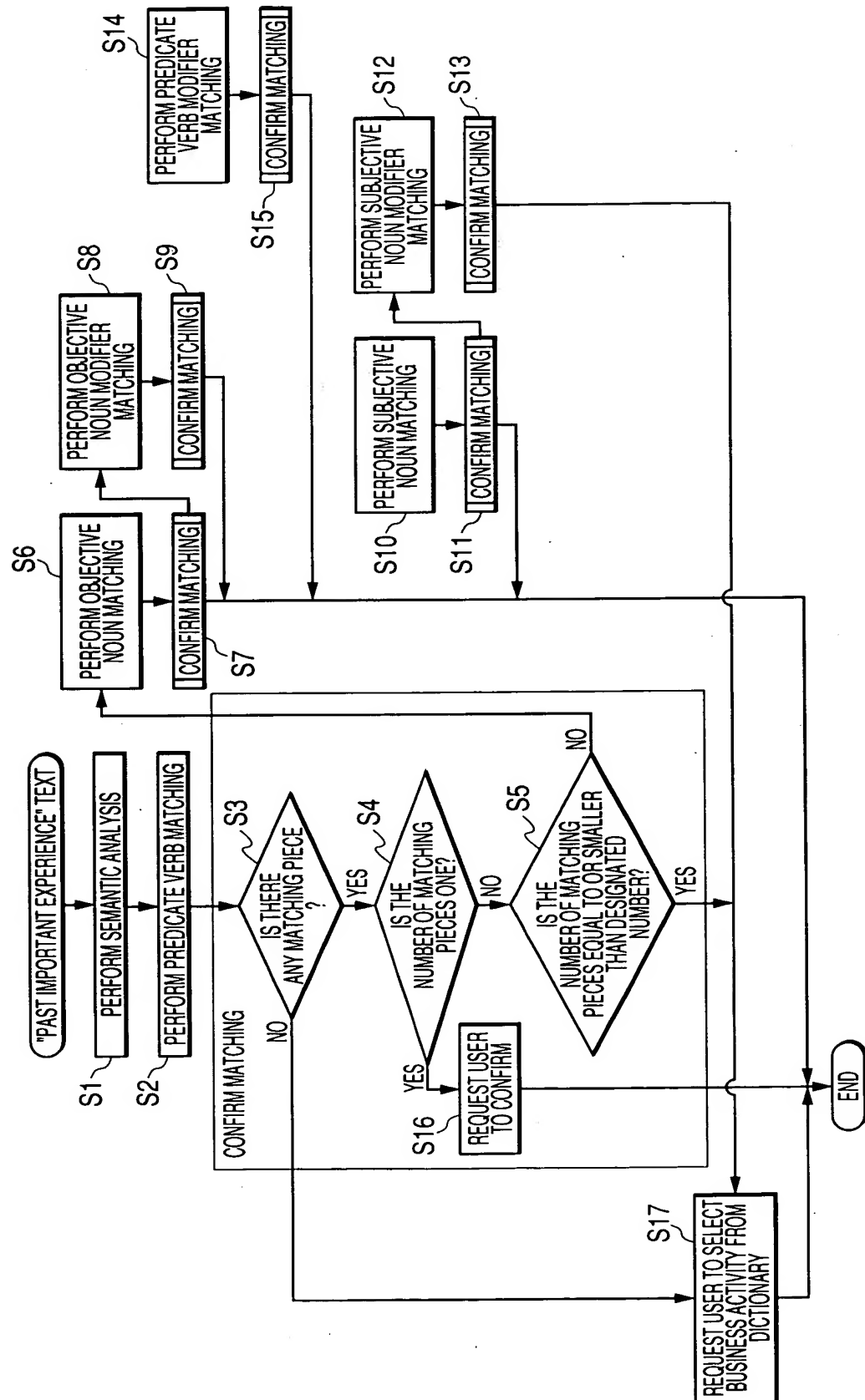


FIG. 16

## ACTIVITY DEFINITION WORD SET

BUSINESS ACTIVITY ID	ACTIVITY NAME	PREDICATE VERB	PREDICATE MODIFIER	OBJECTIVE NOUN	OBJECTIVE NOUN MODIFIER	SUBJECTIVE NOUN	SUBJECTIVE NOUN MODIFIER	UPPER ACTIVITY ID
1	ACQUIRE	ACQUIRE						
2	MAKE	MAKE						
3	PROVIDE	PROVIDE						
4	DESIGN	DESIGN						
5	MANAGE	MANAGE						
6	SPECIFY OWN NEEDS	SPECIFY		NEEDS	OWN			1
7	CATCH CUSTOMER'S NEEDS	CATCH		NEEDS	CUSTOMER			3
8	SPECIFY NEEDS FOR PRODUCT OR SERVICE	SPECIFY		NEEDS	(PRODUCT OR SERVICE)			4

**FIG. 17**

ANSWER: SINCE I DID NOT KNOW NEEDS OF PATRONS, SALES FIGURES COULD NOT INCREASE. I ASKED MY SUPERIOR SENIOR TO SHOW A SAMPLE.

SINCE I DID NOT KNOW NEEDS OF PATRONS, SALES FIGURES COULD NOT INCREASE. I SHOWED A SAMPLE TO MY SUPERIOR SENIOR.

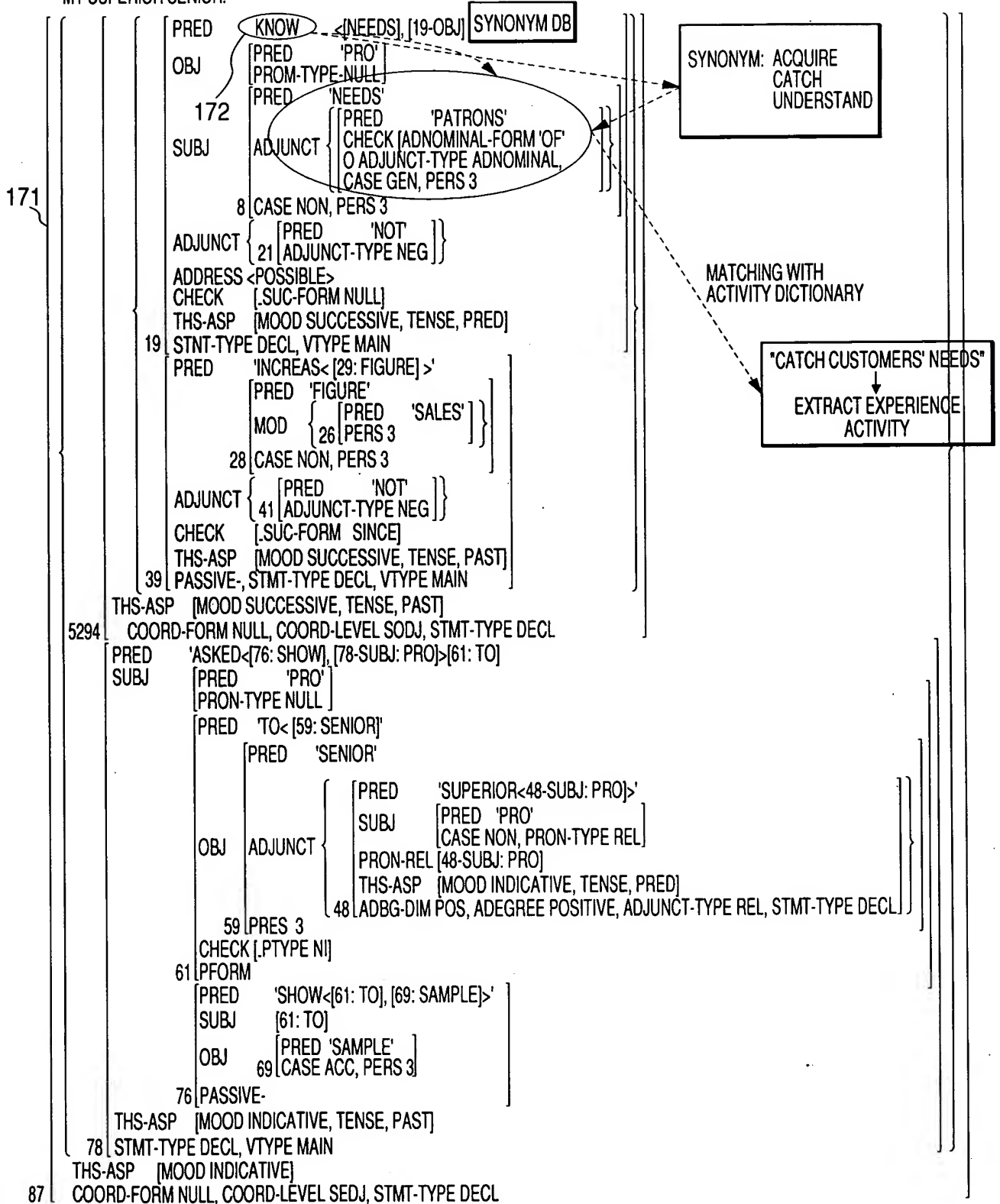
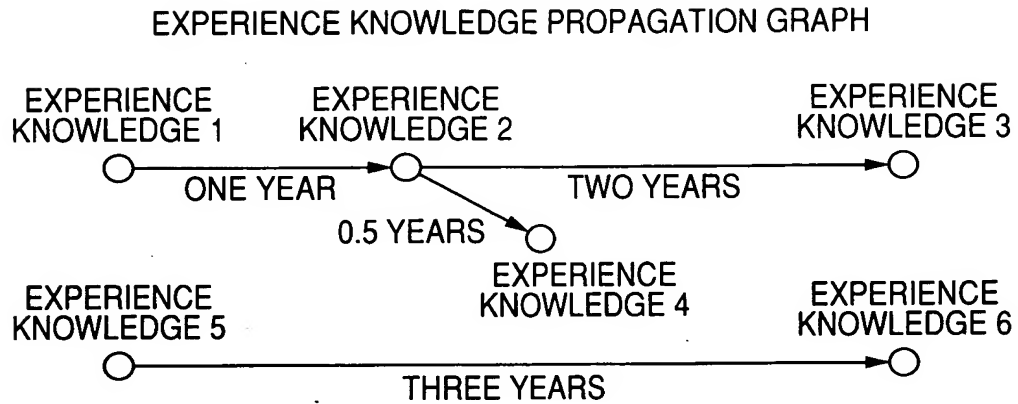


FIG. 18

EXPERIENCE-KNOWLEDGE		PAST USEFUL EXPERIENCE	
TITLE:	WORK WITH CAPABLE PERSON AND STEAL SKILLS FROM THE CAPABLE PERSON	USEFUL EXPERIENCE:	I HAD BUSINESS ACTIVITIES WITH MY SENIOR MR. A. AND LEARNED SKILLS TO CATCH CUSTOMERS' NEEDS, SO THAT I COULD INTRODUCE A PRODUCT TO COMPANY X OUR COMPANY HAD NEVER MADE A DELIVERY TO.
EXPERIENCE-KNOWLEDGE:	A SAMPLE SHOWN TO A SUPERIOR SALESMAN MAKES KNOW-HOW OR SKILLS EASY TO GRASP	USEFUL BUSINESS ACTIVITY:	CATCH CUSTOMERS' NEEDS
PROBLEM:	SALES PERFORMANCE DOES NOT INCREASE	JOB CATEGORY AT THE TIME OF EXPERIENCE:	SALES
GROUND:	IMPROVED SKILL IN SALES ENABLE ACTIVITY WITH CONFIDENCE	EXPERIENCE PERIOD:	1995
STATE:	INCAPABLE OF APPROACHING KEY CUSTOMERS		
RESULT:	CAPABLE OF ACHIEVING QUOTA CONSTANTLY		
RECYCLE CASE OR MEANS:	WHEN A SALESMAN WORKING UNDER YOU LOOKS INCAPABLE OF APPROACHING KEY CUSTOMERS, ORDER THE SALESMAN TO GO ALONG WITH THE SALESMAN WHO IS THE BEST IN YOUR SECTION		
RELEVANT BUSINESS ACTIVITY:	CATCH PATRON'S NEEDS	RESPONDENT	
RELEVANT KNOWLEDGE CREATION SEC:	SOCIALIZATION	RESPONDENT:	GORO AKASAKA
PROCESS:	SALES	RESPONSE DATE:	MARCH 3, 2001
EXPERIENCE KNOWLEDGE USE PERIOD:	1998		

**FIG. 19****FIG. 20**

EXPERIENCE KNOWLEDGE PROPAGATION VELOCITY COMPARISON TABLE

COMPANY NAME	ORGANIZATION NAME	EXPERIENCE KNOWLEDGE PROPAGATION VELOCITY
COMPANY X	DEPARTMENT A	0.3
	DEPARTMENT B	0.789756
	DEPARTMENT C	1.3456
	DEPARTMENT D	0.976
	AVERAGE	0.852839
COMPANY Y	SECTION 2	1.1
	SECTION 3	0.25
	SECTION 4	1.2
	AVERAGE	0.85

**FIG. 21**

FIG. 21A

FIG. 21B

**FIG. 21A**

EXPERIENCE-KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND  
KNOWLEDGE CREATION PROCESSES (SECI MODEL)

BUSINESS ACTIVITY		KNOWLEDGE CREATION PROCESS	SECI				TOTAL
			S <sup>1)</sup>	E <sup>2)</sup>	C <sup>3)</sup>	I <sup>4)</sup>	
PRACTICE	GET	SPECIFY OWN NEEDS					1/0
		SEARCH SUPPLIERS					0/0
		SELECT SUPPLIERS					0/0
		ORDER					0/0
		ACCEPT					0/0
		PAY					0/0
		MANAGE SUPPLIERS					0/0
		TOTAL	0/0	1/0	0/0	0/0	1/0
	MAKE	MANUFACTURE		0/4	3/1		3/5
		MANUFACTURE BY TRIAL					0/0
		TOTAL	0/0	0/4	3/1	0/0	3/5
	PROVIDE	SPECIFY CUSTOMERS		1/0			1/0
		CATCH CUSTOMERS' NEEDS 211	2/1		1/2	2/1	5/4
		ADVERTISE TO CUSTOMERS					0/0
		ACCEPT ORDERS		212			0/0
		PROVIDE PRODUCTS OR SERVICE		210			0/0
		RECEIVE PAYMENT					0/0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3/4		3/4
		TOTAL	2/1	1/0	4/6	2/1	9/8
	DESIGN	SPECIFY NEEDS OR REQUESTS		1/0			1/0
		SPECIFY FUNCTIONAL SPECIFICATIONS					0/0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1/2				1/2
		DEVELOP PROCESSES					0/0
		TOTAL	1/2	1/0	0/0	0/0	2/2
	TOTAL OF PIECES OF RECYCLE KNOWLEDGE FOR PRACTICE		3/3	2/4	8/7	2/1	15/15
	STRATEGY	CREATE STRATEGY	1/0				1/0
		EXECUTE STRATEGY		0/2			0/2
		TOTAL	1/0	0/2	0/0	0/0	1/2

TO FIG. 21B



**FIG. 21B**

FROM FIG. 21A

MANAGE PRACTICE	INTERNAL RESOURCES	MANAGE OVERALL INTERNAL RESOURCES	0/1				0/1
		MANAGE FINANCE					0/0
		MANAGE ARTICLES	1/0				1/0
		MANAGE HUMAN RESOURCES					0/0
		MANAGE INFORMATION		1/0			1/0
		MANAGE TECHNOLOGY				1/2	1/2
		MANAGE ORGANIZATION OR PROJECT	0/1				0/1
		TOTAL	1/2	1/0	0/0	1/2	3/4
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE		1/0	2/0		3/0
		MANAGE STAKEHOLDERS			1/0	1/1	2/1
		MANAGE ENVIRONMENTAL ISSUES					0/0
		MANAGE SOCIAL ISSUES		1/0			1/0
		MANAGE COMPETITION ISSUES			1/2	2/2	3/4
		MANAGE REGULATION ISSUES					0/0
		TOTAL	0/0	2/0	4/2	3/3	9/5
	CHANGE	MANAGE LEARNING AND CHANGE		1/1		0/2	1/3
		TOTAL	0/0	1/1	0/0	0/2	1/3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2/2	4/3	4/2	4/7	14/14
	TOTAL OF RECYCLE KNOWLEDGE		5/5	6/7	12/9	6/8	29/29

NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.  
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.  
 3) C IS AN ABBREVIATION OF COMBINATION.  
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

**FIG. 22**

FIG. 22A

FIG. 22B

**FIG. 22A**

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND  
KNOWLEDGE CREATION PROCESSES (SECI MODEL)

BUSINESS ACTIVITY			KNOWLEDGE CREATION PROCESS				SECI				TOTAL	
							S 1)	E 2)		C 3)		
PRACTICE	GET	SPECIFY OWN NEEDS				1		1		1	0	
		SEARCH SUPPLIERS								0	0	
		SELECT SUPPLIERS								0	0	
		ORDER								0	0	
		ACCEPT								0	0	
		PAY								0	0	
		MANAGE SUPPLIERS								0	0	
		TOTAL	0	0	0	0	1	0	0	0	1	0
	MAKE	MANUFACTURE			4	3	1			3	5	
		MANUFACTURE BY TRIAL								0	0	
		TOTAL	0	0	0	4	3	1	0	0	3	5
	PROVIDE	SPECIFY CUSTOMERS			1	0				1	0	
		SPECIFY CUSTOMERS' NEEDS	2	1			1	2	2	1	5	4
		ADVERTISE TO CUSTOMERS								0	0	
		ACCEPT ORDERS								0	0	
		PROVIDE PRODUCTS OR SERVICE								0	0	
		RECEIVE PAYMENT								0	0	
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS					3	4		3	4	
		TOTAL	2	1	1	0	4	6	2	1	9	8
	DESIGN	SPECIFY NEEDS OR REQUESTS			1	0				1	0	
		SPECIFY FUNCTIONAL SPECIFICATIONS								0	0	
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1	2						1	2	
		DEVELOP PROCESSES								0	0	
		TOTAL	1	2	1	0	0	0		2	2	
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3	3	2	4	8	7		15	15	
STRATEGY	CREATE STRATEGY	1							0	0		
	EXECUTE STRATEGY			0	2				0	2		
	TOTAL	1	0	0	2	0	0	0	0	1	2	

TO FIG. 22B

**FIG. 22B**

FROM FIG. 22A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1						0	1
		MANAGE FINANCE							0	0
		MANAGE ARTICLES	1						1	0
		MANAGE HUMAN RESOURCES							0	0
		MANAGE INFORMATION		1					1	0
		MANAGE TECHNOLOGY					1	2	1	2
		MANAGE ORGANIZATION OR PROJECT	1						0	1
		TOTAL	1	2	1	0	0	0	1	2
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE			1		2		3	0
		MANAGE STAKEHOLDERS					1	1	2	1
		MANAGE ENVIRONMENTAL ISSUES							0	0
		MANAGE SOCIAL ISSUES			1				1	0
		MANAGE COMPETITION ISSUES					1	2	3	4
		MANAGE REGULATION ISSUES							0	0
		TOTAL	0	0	2	0	4	2	3	3
	CHANGE	MANAGE LEARNING AND CHANGE			1	1		0	2	1
		TOTAL	0	0	1	1	0	0	0	2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8
									29	29

NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.  
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.  
 3) C IS AN ABBREVIATION OF COMBINATION.  
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

**FIG. 23**

FIG. 23A

FIG. 23B

**FIG. 23A****EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND JOB CATEGORIES**

BUSINESS ACTIVITY \ KNOWLEDGE CREATION PROCESS			I 1)	II 2)	III 3)	IV 4)	V 5)	VI 6)	VII 7)	TOTAL
PRACTICE	GET	SPECIFY OWN NEEDS			1	1	1		1	4 : 0
		SEARCH SUPPLIERS								0 : 0
		SELECT SUPPLIERS								0 : 0
		ORDER								0 : 0
		ACCEPT								0 : 0
		PAY								0 : 0
		MANAGE SUPPLIERS								0 : 0
		TOTAL	0 : 0	0 : 0	1 : 0	0 : 0	1 : 0	0 : 0	1 : 0	4 : 0
	MAKE	MANUFACTURE		4	3 : 1		3 : 5	3 : 5		9 : 15
		MANUFACTURE BY TRIAL								0 : 0
		TOTAL	0 : 0	0 : 4	3 : 1	0 : 0	3 : 5			9 : 15
	PROVIDE	SPECIFY CUSTOMERS		1			1	1		2 : 0
		SPECIFY CUSTOMERS' NEEDS	2 : 1		1 : 2	2 : 1	4	2 : 1	3 : 3	5 : 8
		ADVERTISE TO CUSTOMERS								0 : 0
		ACCEPT ORDERS								0 : 0
		PROVIDE PRODUCTS OR SERVICE								0 : 0
		RECEIVE PAYMENT								0 : 0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3 : 4		3	1 : 1	2 : 3	6 : 4
		TOTAL	2 : 1	1 : 0	4 : 6	2 : 1	4 : 4	4 : 2	5 : 6	13 : 12
	DESIGN	SPECIFY NEEDS OR REQUESTS		1			1	1		1 : 0
		SPECIFY FUNCTIONAL SPECIFICATIONS								0 : 0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1 : 2				1	1	2	1 : 4
		DEVELOP PROCESSES								0 : 0
		TOTAL	1 : 2	1 : 0	0 : 0		2 : 2	2 : 0	0 : 2	2 : 2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3 : 3	2 : 4	8 : 7		15 : 15	9 : 7	6 : 8	14 : 14
	STRATEGY	CREATE STRATEGY	1					1		1 : 0
		EXECUTE STRATEGY		0 : 2			2			0 : 2
		TOTAL	1 : 0	0 : 2	0 : 0	0 : 0	1 : 2	1 : 0	0 : 0	1 : 2

TO FIG. 23B

**FIG. 23B**

FROM FIG. 23A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1						1			1	0	1				
		MANAGE FINANCE											0	0				
		MANAGE ARTICLES	1						1				1	0				
		MANAGE HUMAN RESOURCES											0	0				
		MANAGE INFORMATION		1					1			1	1	0				
		MANAGE TECHNOLOGY					1	2	1	2	1	1	1	2				
		MANAGE ORGANIZATION OR PROJECT	1						1				0	0				
		TOTAL	1	2	1	0	0	0	1	2	3	4	2	1	1	3		
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE		1	2				3	2		1		3	0			
		MANAGE STAKEHOLDERS			1		1	1	2	1			2	1	2	1		
		MANAGE ENVIRONMENTAL ISSUES													0	0		
		MANAGE SOCIAL ISSUES		1					1				1		1	0		
		MANAGE COMPETITION ISSUES				1	2	2	2	3	4	3	3		1	3	4	
		MANAGE REGULATION ISSUES													0	0		
		TOTAL	0	0	2	0	4	2	3	3	9	5	5	3	4	2	9	5
	CHANGE	MANAGE LEARNING AND CHANGE			1	1			2	1	3	1	2		1	1	3	
		TOTAL	0	0	1	1	0	0	0	2	1	3	1	2	0	1	1	3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7	14	14	9	6	5	6	14	14
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8	29	29	18	13	11	16	29	29

- NOTE: 1) I MEANS SALES (INCLUDING SP).  
 2) II MEANS SE.  
 3) III MEANS SERVICE.  
 4) IV MEANS SALES MANAGEMENT AND CONTRACT.  
 5) V MEANS R&D.  
 6) VI MEANS TECHNOLOGY.  
 7) VII MEANS STAFF ETC.

FIG. 24

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH JOB CATEGORIES AND KNOWLEDGE CREATION PROCESSES (SECI MODEL)

JOB CATEGORY	SECI								TOTAL	
	S <sup>1)</sup>	E <sup>2)</sup>	C <sup>3)</sup>	I <sup>4)</sup>						
SALES (INCLUDING SP)			1	1			2 0			
SE							0 0			
SERVICE							0 0			
SALES MANAGEMENT AND CONTRACT							0 0			
R&D							0 0			
MANUFACTURING							0 0			
TECHNOLOGY							0 0			
STAFF ETC.		4	3	1			3 5			
TOTAL OF RECYCLE KNOWLEDGE	5	5	6	7	12	9	6	8	29	29

NOTE: 1) S IS AN ABBREVIATION OF SOCIALIZATION.  
 2) E IS AN ABBREVIATION OF EXTERNALIZATION.  
 3) C IS AN ABBREVIATION OF COMBINATION.  
 4) I IS AN ABBREVIATION OF INTERNALIZATION.

**FIG. 25**

FIG. 25A

FIG. 25B

**FIG. 25A****EXPERIENCE KNOWLEDGE RECYCLE MAP WITH BUSINESS ACTIVITIES AND EXPERIENCE PERIODS**

BUSINESS ACTIVITY \ YEAR			-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
PRACTICE	GET	SPECIFY OWN NEEDS			1	1	1		1	4 : 0
		SEARCH SUPPLIERS								0 : 0
		SELECT SUPPLIERS								0 : 0
		ORDER								0 : 0
		ACCEPT								0 : 0
		PAY								0 : 0
		MANAGE SUPPLIERS								0 : 0
		TOTAL	0 : 0	0 : 0	1 : 0	0 : 0	1 : 0	0 : 0	1 : 0	4 : 0
	MAKE	MANUFACTURE		4	3 : 1		3 : 5	3 : 5		9 : 15
		MANUFACTURE BY TRIAL								0 : 0
		TOTAL	0 : 0	0 : 4	3 : 1	0 : 0	3 : 5			9 : 15
	PROVIDE	SPECIFY CUSTOMERS		1			1	1		2 : 0
		SPECIFY CUSTOMERS' NEEDS	2 : 1		1 : 2	2 : 1	4	2 : 1	3 : 3	5 : 8
		ADVERTISE TO CUSTOMERS								0 : 0
		ACCEPT ORDERS								0 : 0
		PROVIDE PRODUCTS OR SERVICE								0 : 0
		RECEIVE PAYMENT								0 : 0
		KEEP GOOD RELATIONSHIP WITH CUSTOMERS			3 : 4		3	1 : 1	2 : 3	6 : 4
		TOTAL	2 : 1	1 : 0	4 : 6	2 : 1	4 : 4	4 : 2	5 : 6	13 : 12
	DESIGN	SPECIFY NEEDS OR REQUESTS		1			1	1		1 : 0
		SPECIFY FUNCTIONAL SPECIFICATIONS								0 : 0
		DEVELOP FUNCTIONS OF PRODUCT OR SERVICE	1 : 2				1	1	2	1 : 4
		DEVELOP PROCESSES								0 : 0
		TOTAL	1 : 2	1 : 0	0 : 0		2 : 2	2 : 0	0 : 2	2 : 2
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE		3 : 3	2 : 4	8 : 7		15 : 15	9 : 7	6 : 8	14 : 14
	STRATEGY	CREATE STRATEGY	1					1		1 : 0
		EXECUTE STRATEGY		0 : 2			2			0 : 2
		TOTAL	1 : 0	0 : 2	0 : 0	0 : 0	1 : 2	1 : 0	0 : 0	1 : 2

TO FIG. 25B

**FIG. 25B**

FROM FIG. 25A

MANAGE PRACTICE	INTERNAL RESOURCES	OVERALL PERSPECTIVE	1					1		1	0	1
		MANAGE FINANCE									0	0
		MANAGE ARTICLES	1					1			1	0
		MANAGE HUMAN RESOURCES									0	0
		MANAGE INFORMATION		1				1		1	1	0
		MANAGE TECHNOLOGY				1	2	1	2	1	1	2
		MANAGE ORGANIZATION OR PROJECT	1					1			0	0
		TOTAL	1	2	1	0	0	0	1	2	3	4
	EXTERNAL RESOURCES	OVERALL PERSPECTIVE		1	2			3	2	1	3	0
		MANAGE STAKEHOLDERS			1	1	1	2	1		2	1
		MANAGE ENVIRONMENTAL ISSUES									0	0
		MANAGE SOCIAL ISSUES		1				1		1	1	0
		MANAGE COMPETITION ISSUES			1	2	2	2	3	4	3	4
		MANAGE REGULATION ISSUES									0	0
		TOTAL	0	0	2	0	4	2	3	3	9	5
	CHANGE	MANAGE LEARNING AND CHANGE		1	1			2	1	3	1	2
		TOTAL	0	0	1	1	0	0	0	2	1	3
	TOTAL OF RECYCLE KNOWLEDGE FOR PRACTICE MANAGEMENT		2	1	4	3	4	2	4	7	14	14
	TOTAL OF RECYCLE KNOWLEDGE		5	5	6	7	12	9	6	8	29	29



FIG. 26

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH JOB CATEGORIES AND EXPERIENCE PERIODS

YEAR	-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
SALES (INCLUDING SP)			1	1		1	1	2
SE								0
SERVICE								0
SALES MANAGEMENT AND CONTRACT								0
R&D								0
MANUFACTURING								0
TECHNOLOGY								0
STAFF ETC.		4	3		4	3	1	3
TOTAL OF RECYCLE KNOWLEDGE	5	6	12	6	6	12	6	29

FIG. 27

EXPERIENCE KNOWLEDGE RECYCLE MAP WITH KNOWLEDGE CREATION PROCESSES (SEC) AND EXPERIENCE PERIODS

YEAR	-1990	1991-1995	1996-97	1998-99	2000	2001	2002	TOTAL
SOCIALIZATION			1	1		1	1	2 0
EXTERNALIZATION								0 0
COMBINATION								0 0
INTERNALIZATION								0 0
TOTAL OF RECYCLE KNOWLEDGE	5 5	6 7	12 9	6 8	6 7	12 9	6 8	29 29

FIG. 28

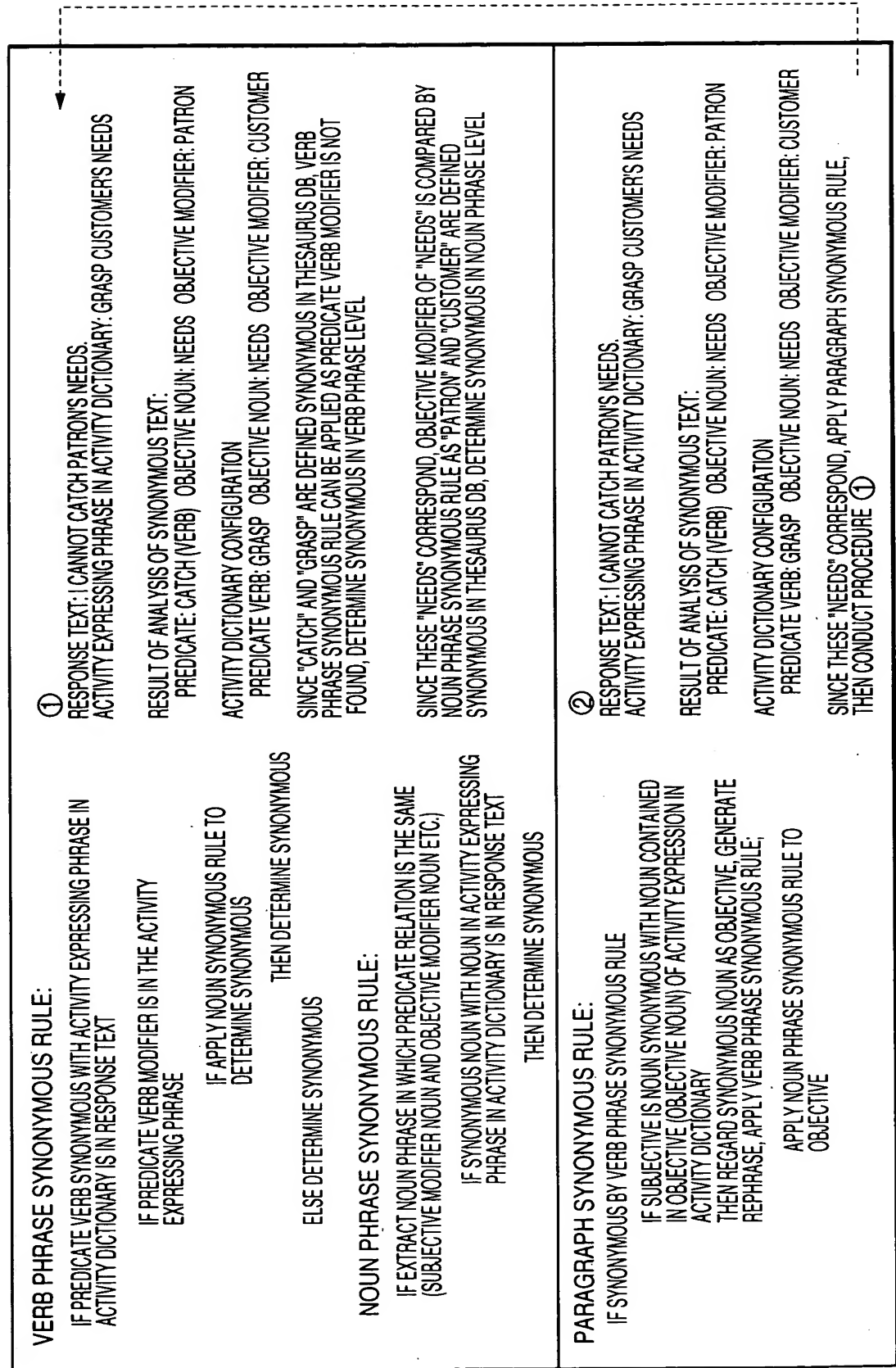


FIG. 29

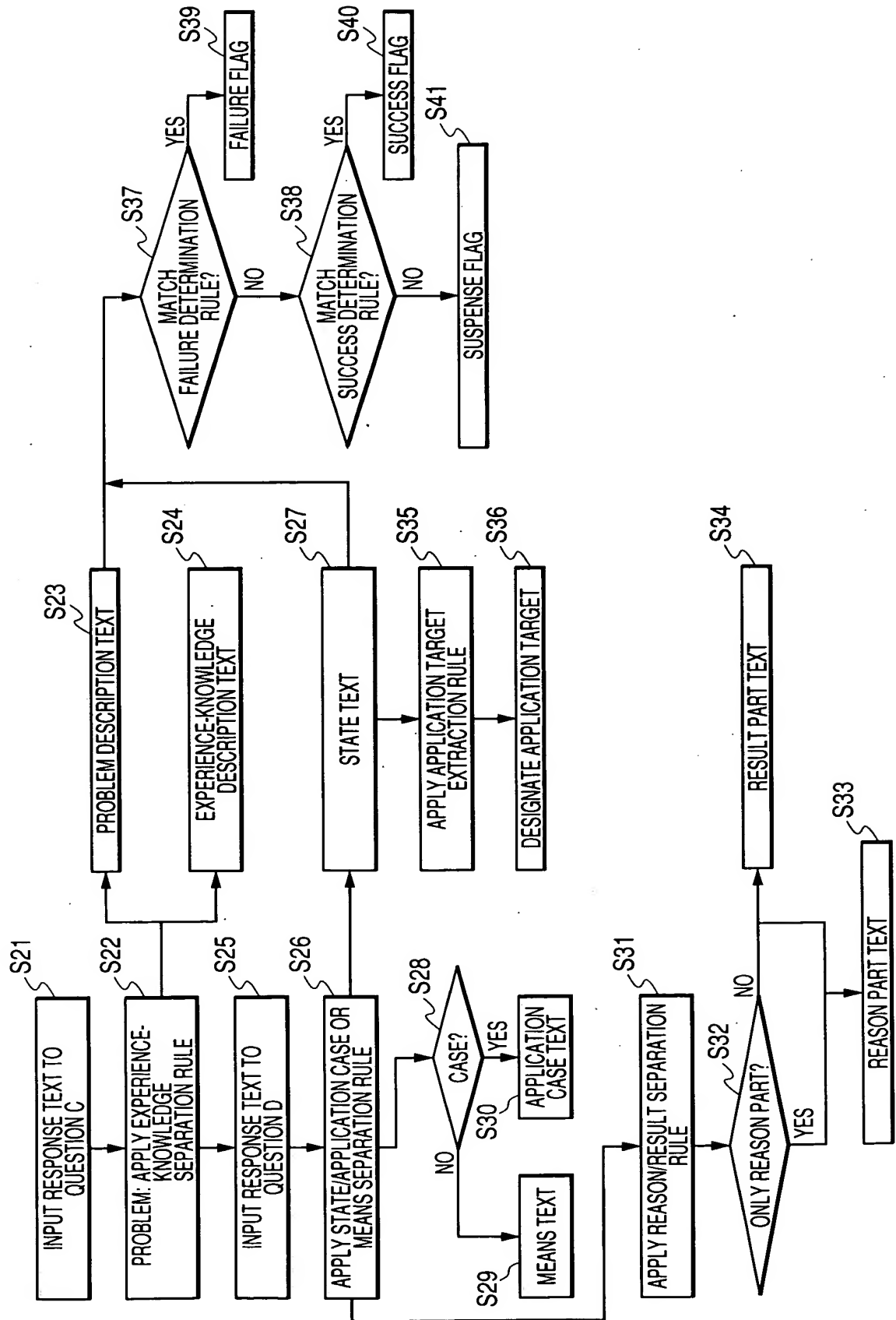


FIG. 30

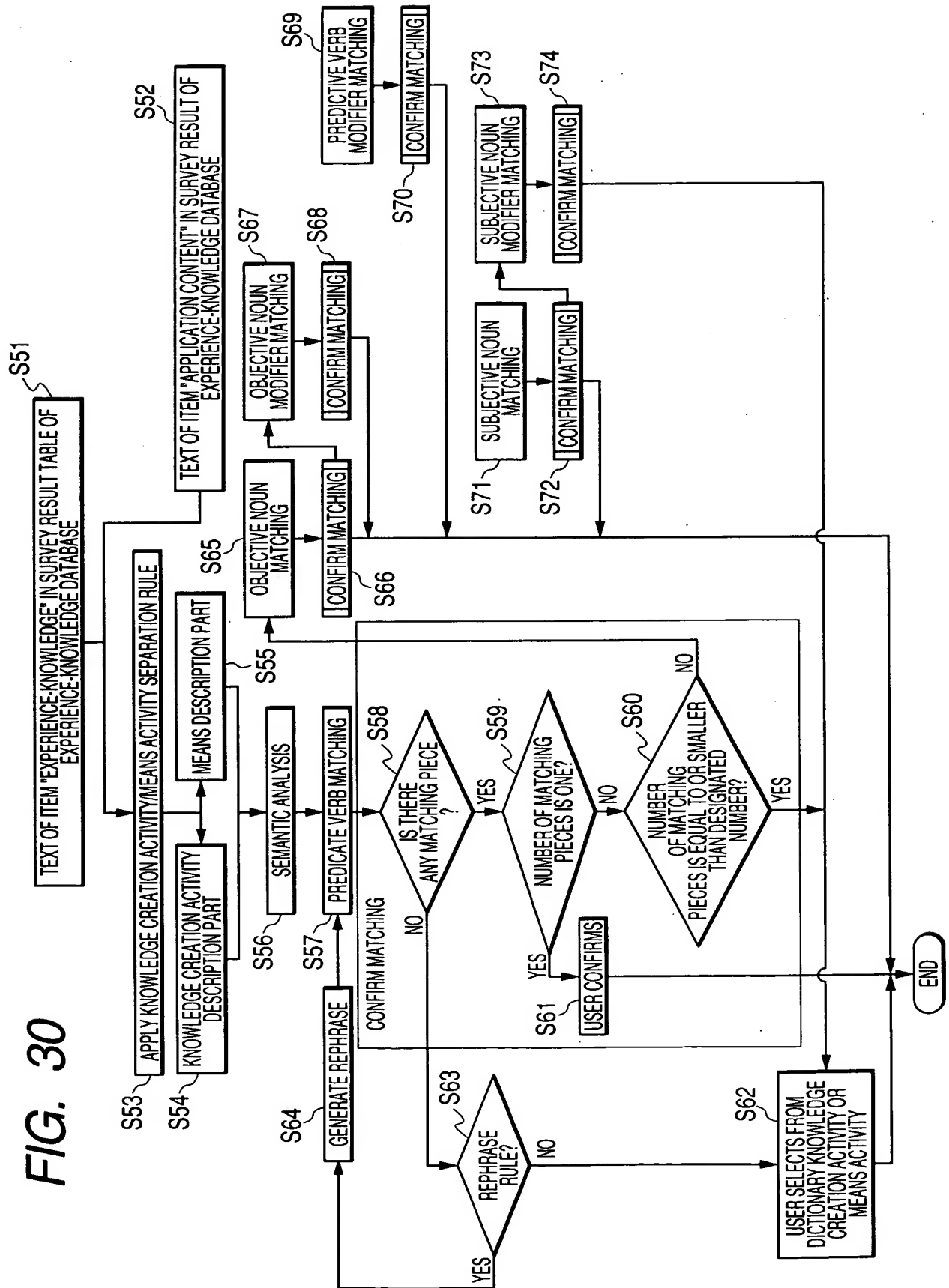


FIG. 31

